

## **Climate Resilience Zoning Task Force**

**City of Cambridge, Massachusetts**

**Charge and Operating Procedures**

**Draft February 4, 2019**

**Vision:** To bring together stakeholders from across the Cambridge community and reach consensus around an effective approach to regulating urban development in a way that will mitigate the identified impacts and risks of on-going climate change.

**Purpose:** To discuss climate change vulnerabilities identified in the Cambridge Climate Vulnerability Assessment, review recommendations from the ongoing Climate Change Preparedness and Resilience (CCPR) planning effort and other related initiatives and recommend development standards to incorporate into Cambridge's Zoning Ordinance.

**Product:** Report to the City Manager detailing a set of recommendations for climate-resilient zoning that can be translated into a formal zoning petition by City staff and presented to the City Council for consideration and adoption. Should the Task Force reach consensus on recommendations that can be reasonably advanced during rather than at the end of the process, without constraining the group's ability to reach consensus on the work product as a whole, they can and will do so.

**Note:** All meetings are open to the public. Meetings will be posted on the City web page and meeting notes and other materials will be prepared and posted on the web. All formulation and prioritization of recommendations will take place at Task Force meetings, though members may informally and individually engage one another for relationship building, sharing of interests, and idea generation. Group email discussions are discouraged, and any information meant to be shared with the group should be sent to the project manager for moderation.

### **Specific Climate Change Impacts to Discuss:**

- Anticipated impacts of flooding from sea level rise, storm surge, and precipitation
- Anticipated rise in temperatures exacerbated by the urban heat island effect

### **Scope of Zoning Recommendations:**

- Major new development subject to project review procedures
- Smaller-scale development subject to as-of-right zoning
- Additions/alterations to existing buildings and uses
- Citywide and area-specific (e.g., Alewife, Port, etc.)

### **Relationship to City Council:**

- The Committee has been appointed by the City Manager in response to a City Council Policy Order.
- The Council, through its Health & Environment Committee, intends to have an active and on-going role in following, engaging with, and shaping the work of the Task Force.

## **Coordinating Team**

- The Task Force will be coordinated by a small team in order to ensure an overall effective work plan driving to goals and end products, design engaging and focused meeting agendas, provide for necessary technical support, and help resolving issues that may arise during deliberations.

The Team will include:

- Co-Chairs (Doug Brown, Iram Farooq)
- Staff Project Manager (Jeff Roberts)
- Facilitator (CBI)

## **Expectations of Task Force Members**

- Attend all meetings or notify the project manager if they cannot attend a particular meeting
- Prepare for meetings by reading materials, considering issues, reviewing the agenda, and engaging with constituents as needed
- Listen and learn as well as speak and advocate
- Strive throughout the process to listen actively, bridge gaps in understanding, and seek resolution of differences
- Help create an environment that is safe, respectful, and constructive for participants
- Stay on track with the agenda, working on the issues at hand
- Avoid repetition and revisiting resolved issues
- Provide clear and specific recommendations that are connected to well-articulated objectives
- Seek evidence-based recommendations while recognizing decisions will need to be made in the face of uncertainty and incomplete data

## **Expectations of the City**

- Participate in the Coordinating Team
- Provide for logistics, including meeting space, AV, scheduling, facilitation and communications with the Task Force
- Create a basic website for information, notice of dates and events, and posting of documents
- Provide the necessary in-house and consulting technical assistance to aid the Task Force in their work to help ensure a well-informed, technically credible, operationally-feasible set of final recommendations
- Coordinate effectively among City staff, managers, elected officials, and consultants
- To the extent possible, provide additional information that the Task Force may request throughout the course of the process to advance its discussions
- Prepare draft written products based on Task Force discussion for Task Force review
- Develop a zoning petition based on Task Force recommendations in a timely fashion that can in turn be considered by the Council and its various committees through the formal zoning process

## **Expectations of the Co-Chairs and Facilitators**

- Ensure groundrules for participation are met
- Develop meeting agendas, prepare and distribute draft and final meeting summaries, generate draft written products
- Help participants resolve their differences on the issues raised
- The co-chairs and/or facilitator have no decision-making authority and cannot impose any solution, settlement, or agreement among any or all of the parties
- The facilitators are accountable to the Task Force as a whole and will work in a non-partisan and impartial manner

## **Developing Recommendations to the City Manager by a Consensus Process**

- Once discussions have proceeded in creating options and identifying preferences, the project team will present a draft recommendation or a narrow set of options.
- The participants will then work to refine, adjust and improve the draft recommendation.
- The facilitator will then test for consensus upon group refinement. determine if consensus has been reached, and declare whether the group has or has not reached consensus. Such determinations will be recorded clearly in meeting summaries. Remaining objections will be recorded in the meeting summary.
- Consensus in this context is defined as concurrence of all or almost all of the participating members (see next page for members) that they can at least “accept” or “live with” the group’s recommendation, even if it is not their preferred outcome.
- Participants may also “abstain” or “stand aside” and not offer their consent to avoid blocking an agreement while also not lending their endorsement. Absence is the equivalent of abstaining.
- Participants should not block or withhold consensus unless they have serious reservations with the approach or solution that is proposed for consensus. If participants disagree with the approach or solution proposed, they should make every effort to offer an alternative for consideration that will be satisfactory to all participants.
- On decisions in which the Task Force does not reach consensus, participants will explore the reasons for disagreement. The participants will identify points upon which they agreed and disagreed, the reasons behind each, a description of the interests that must be satisfied to reach an agreement, and if possible, ways to address the differences in the future.
- In such cases of disagreement, if there are remaining disagreements at the end of the process, the facilitators and co-chairs would try to characterize the nature of that disagreement in the final report.

## **Meeting Logistics and Process**

- Meetings will be held roughly once a month unless otherwise decided by the Co-Chairs
- Meetings will be held in the early evening for approximately 2.5 hours
- The Coordinating Team will meet (in person or phone) at least 2 weeks before each task force meeting to prepare for the next meeting
- Each meeting will include a time for brief public comment. The public is also welcome to submit written comments at any time to the City to be distributed to the Task Force
- The City will prepare background materials to distribute to members 1 week before each meeting. The intent is to provide material to Task Force members with sufficient lead time so

that the members can review and, if necessary, confer with constituents prior to Task Force meetings.

**Background Materials**

- CCPR Alewife Preparedness Plan (November, 2017)
- CCPR Preparedness Handbook (November, 2017)
- Douglas Brown, et al., Zoning Petition Materials (petition text, supporting narratives, CDD report, Planning Board recommendation)
- Other materials as identified over the course of the process

**Members:**

Residents	<ol style="list-style-type: none"><li>1. Doug Brown (Co Chair) - West Cambridge</li><li>2. Conrad Crawford - East Cambridge/Cambridge Redevelopment Authority</li><li>3. Ted Cohen - North Cambridge/Planning Board</li><li>4. Mike Nakagawa - North Cambridge</li></ol>
Union/Trades Rep	<ol style="list-style-type: none"><li>5. Louis Bacci Jr - Laborers Local 151/East Cambridge/Planning Board</li></ol>
Institutional/Non-Profit Representatives	<ol style="list-style-type: none"><li>6. Brian Goldberg - MIT Office of Sustainability</li><li>7. Tom Lucey - Harvard University</li><li>8. Margaret Moran - Cambridge Housing Authority</li><li>9. Deborah Ruhe - Just-a-Start</li></ol>
Business Representatives/ Property Owners	<ol style="list-style-type: none"><li>10. Jason Alves - East Cambridge Business Assoc.</li><li>11. Nancy Donahue - Cambridge Chamber of Commerce</li><li>12. Joe Maguire - Alexandria</li><li>13. Tom Sullivan - Divco West</li><li>14. Mike Owu - MITIMCo</li></ol>
Subject Matter Experts	<ol style="list-style-type: none"><li>15. Tom Chase - Energy &amp; Resilience Consultant, New Ecology</li><li>16. Lauren Miller - Climate Consultant, CDM Smith</li><li>17. Jim Newman - Resilience Consultant, Linnaean Solutions</li></ol>
City Staff	<ol style="list-style-type: none"><li>18. John Bolduc - Environmental Planner</li><li>19. Iram Farooq (Co-Chair) - Assistant City Manager for Community Development</li><li>20. Kathy Watkins - City Engineer/Assistant Commissioner</li></ol>

**Draft Work Plan (subject to change):**

<b>Time</b>	<b>Mtg#</b>	<b>Purpose:</b>	<b>Outcome:</b>
January 23, 2019	1	<ul style="list-style-type: none"> <li>• Review purpose and scope of TF</li> <li>• Establish ground rules</li> <li>• Introduce members, share perspectives</li> <li>• Distribute materials</li> </ul>	<ul style="list-style-type: none"> <li>• Members have a common base of knowledge and a shared understanding of the task</li> <li>• Agreement to work cooperatively toward a common goal</li> </ul>
February 27, 2019	2	<ul style="list-style-type: none"> <li>• Recap CCPR work to date (w/Q&amp;A)</li> <li>• Review zoning basics, what can and can't be regulated (w/Q&amp;A)</li> </ul>	<ul style="list-style-type: none"> <li>• Shared understanding of past and current resilience studies, what can be accomplished through zoning, and other related City efforts</li> </ul>
March 21, 2019	3	<ul style="list-style-type: none"> <li>• Walking tour to review real-life development scenarios</li> <li>• Review different types of flooding and specific risks</li> <li>• Review different causes and risks of heat island effect</li> <li>• Discuss approaches to mitigating risks that can be implemented through zoning</li> </ul>	<ul style="list-style-type: none"> <li>• Better shared understanding of physical issues</li> <li>• Set of issues to be addressed through zoning and general sense of priority</li> </ul>
April 24, 2019	4	<ul style="list-style-type: none"> <li>• Focus on flood resilience</li> <li>• Recap priority issues from previous meeting</li> <li>• Present potential zoning approaches</li> <li>• Discuss &amp; refine</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of what approaches have broad agreement</li> <li>• Identify key areas of disagreement</li> </ul>
May (TBD)	5	<ul style="list-style-type: none"> <li>• <b><i>Joint meeting with Health &amp; Environment Committee</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Update on progress to date, get input/feedback</li> </ul>
June 26, 2019	6	<ul style="list-style-type: none"> <li>• Focus on heat resilience</li> <li>• Recap priority issues from prior discussions</li> <li>• Present potential zoning approaches</li> <li>• Discuss &amp; refine</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of what approaches have broad agreement</li> <li>• Identify key areas of disagreement</li> </ul>
July	7	<ul style="list-style-type: none"> <li>• Synthesize flood and heat resilience</li> <li>• Present combined framework of preferred zoning approaches based on prior discussions</li> <li>• Discuss &amp; refine</li> </ul>	<ul style="list-style-type: none"> <li>• Set of preferred alternatives (including opportunities for combined approaches)</li> <li>• Prioritization among all alternatives</li> </ul>
August (or Sept.)	8	<ul style="list-style-type: none"> <li>• <b><i>Joint meeting with Health &amp; Environment Committee</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Update on progress to date, get input/feedback</li> </ul>

Time	Mtg#	Purpose:	Outcome:
September	9	<ul style="list-style-type: none"> <li>• Present first draft of full recommendations</li> <li>• Discuss &amp; refine</li> </ul>	<ul style="list-style-type: none"> <li>• Identify overall areas of agreement</li> <li>• Identify issues still to be resolved</li> </ul>
October	10	<ul style="list-style-type: none"> <li>• Present revised draft of full recommendations</li> <li>• Reach final consensus or continue to discuss &amp; refine as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Work toward resolution on remaining outstanding issues (recursive process)</li> </ul>
November	11	<ul style="list-style-type: none"> <li>• <b><i>Joint meeting with Health &amp; Environment Committee</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Update on progress to date, get input/feedback</li> </ul>
December	12	<ul style="list-style-type: none"> <li>• Finalize Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish what goes into final report to City Manager</li> </ul>